

National Governors Association
Grant to the Commonwealth of Virginia
REDESIGN THE AMERICAN HIGH SCHOOL



The Administrative Coaching Program:
NGA SCHOOL PRINCIPALS, MENTORS AND COACHES



*Part of VASSP's Virginia Principals 21st Century Initiative
(Principal 21C)*

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The National Governors Association grant to the Commonwealth of Virginia to Redesign the American High School was awarded in July 2005. The grant has a two year duration. The Virginia Association of Secondary School Principals (VASSP) assisted Governor Mark R. Warner in writing the grant. VASSP, Virginia Community College System, State Council of Higher Education of Virginia, and the Virginia Department of Education collaborated on the grant design with significant responsibilities to develop and implement certain strategies that will target specific high schools to increase high school student achievement and college attainment.

VASSP's grant responsibilities were twofold: 1) to provide training in Breaking Ranks II (BR II) — the National Association of Secondary School Principals (NASSP) research based leadership learning program for high school leaders interested in redesigning high schools; 2) to develop and administer a mentoring and coaching program. The targeted high schools to receive the training were identified by VASSP and the Virginia Department of Education in the summer of 2005.

VASSP selected six individuals — all VASSP-NASSP members — with current or former high school principal experience to be trained by NASSP in October 2005. Of the six administrators who received the training, VASSP appointed five individuals to be the BR II initial cadre of trainers in the Commonwealth. Since the cadre was appointed, VASSP has offered BR II seven times at locations throughout Virginia. Principals of the targeted high schools have been invited each time BR II training was offered to participate in accordance with the NGA grant. Training fees are paid through the grant for NGA principals to participate. VASSP also encouraged targeted principals who took the training to retake it if they felt it was necessary.

Since August 2005, VASSP has been researching and holding in-service training with staff and potential trainers about mentoring and coaching models. Association staff has worked with current and former school principals who have a special interest in the objectives of the NGA grant and VASSP's role in the development of school leaders. Also, training, support, and guidance were requested and received from NASSP.

VASSP carefully analyzed NASSP's mentoring and coaching model developed in the 1990s for use with their professional programs and nationwide principal assessment centers. NASSP redesigned the model for use in New York City public school system in 2003. Last fall NASSP completed its third revision to complement the Breaking Ranks II for High School Leaders and the Breaking Ranks In the Middle (BRIM) for Middle School Leaders. With this genesis as a foundation, VASSP and its Regional Center at

Lynchburg College began in November 2005 to develop a new mentoring and coaching model to reflect the needs of a high stakes testing state like Virginia. The model was used in two separate training sessions for the VASSP Mentoring and Coaching Cadre held in July and August 2006. Each time the participating principals gave significant feedback for further model development and implementation, and changes were made to the written manual and overall training program.

VASSP has consulted with Richard Flanary, director, and Pete Reed, associate director, NASSP Center for Principal Development, on a regular basis since November 2005 regarding Virginia's development of a mentoring and coaching model. Moreover, Mr. Flanary has been on-site with VASSP staff and the appointed cadre of trainers for all of the mentoring and coaching training programs connected with the NGA grant.

NASSP is the recipient of a grant from the Bill and Melinda Gates Foundation to support the delivery of a Breaking Ranks II Leadership Train-the-Trainer program in each of the 10 NGA Honor States (www.nga.org). VASSP was a recipient of an earlier grant that trained a cadre of Breaking Ranks II trainers in 2004. Consequently, VASSP requested that NASSP appeal to the Gates Foundation to allow the funds designated for Breaking Ranks II training in Virginia to be used to support VASSP's new mentoring and coaching model development utilizing NASSP's methods and two decades of experiences as a foundation. Sandra Licon of the Bill and Melinda Gates Foundation approved the NASSP request in August 2006.

As of October 1, 2006, VASSP has trained 21 high school principals selected from school divisions throughout the Commonwealth to be mentors and coaches. Mentor coaches have been assigned to 21 of the 30 NGA principals who have completed the BR II training. VASSP plans to train and assign additional mentor coaches for the remaining nine principals by December 2006; however, this is contingent on the NGA principals taking the BR II training. A joint meeting of the NGA Honor School Principals and their assigned Mentor Coaches was held on September 27, 2006, at the Crowne Plaza Downtown Hotel in Richmond, Virginia. The date is considered to be an important benchmark event in Virginia's implementation of the NGA grant to the Commonwealth to Redesign the American High School. VASSP staff discussed with the NGA Honor School Principals what occurred over the past year in the development of Virginia's NGA mentoring and coaching model and specifically addressed how their colleagues would be working with them as mentors and coaches to assist in strengthening their faculties and improving student achievement. In addition, VASSP introduced project field supervisors who will be working with the principals and their mentor coaches. The five supervisors will continually monitor the "school leader - mentor coach" relationship and will also act as advisers during the duration of the grant.

Secretary of Education Dr. Thomas R. Morris was on hand during the day and was the luncheon speaker. Secretary Morris is the chairman of the P-16 Council created by the NGA grant. Immediately after lunch the NGA school principals and mentor coaches spent time getting acquainted with one another and planned future meetings.

VASSP is excited about launching the mentoring and coaching component of the NGA grant. The mentoring and coaching of school principals is a major focus of VASSP's Virginia Principals 21st Century Initiative (Principal 21C). Principal 21C includes five leadership learning programs that will be offered to all middle level and high school administrators: 1) Breaking Ranks II for High School Leaders, 2) Breaking Ranks In the

Middle for Middle School Leaders, 3) Mentoring and Coaching, 4) McREL's Balanced Leadership, and 5) Strategic Instruction Model.

The mentoring and coaching component of the NGA grant is an exciting venture for VASSP. This pilot program is the first of its kind to be used with secondary school principals in the Commonwealth. VASSP has had an effective collaborative experience working with the NASSP, the Virginia Foundation for Educational Leadership, and the Virginia Department of Education for the past year developing a training program and practitioner manual for mentor coaches. The Association looks forward to receiving continual feedback during the academic year and the accumulative evaluation of its mentoring and coaching model. VASSP views the development of its mentoring and coaching model to reflect the spirit and intent of the NGA grant to Virginia's high school reform. The model should be used as a leadership learning tool for all of Virginia's middle level and high school administrators

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Virginia Association of Secondary School Principals
CADRE OF MENTORS AND COACHES



David W. Blevins, 5011 Cave Spring Circle, Roanoke, Virginia 24018. In June 2006, David, retired as principal of Hidden Valley High School, Roanoke County Division after 35 consecutive years in the system. He served as teacher and guidance counselor and served 29 years as assistant principal and principal at both the middle and high school levels. He is a former VASSP President and Region V Director. He currently works with several school divisions coordinating a U.S. Department of Education grant and with VASSP working with the National Governors Association grant to Redesign the American High School. *B.S. Virginia Tech, M.Ed. Radford University*



Donald P. Bock, principal, Poquoson High School, 51 Odd Road, Poquoson, Virginia 23662. An educator for 35 years, Don has served as Poquoson's high school principal, Poquoson Division, since 1990. He is past chairman of the Virginia High School League — serving seven years on the VHSL Executive Committee. In 1996, he was selected as the High School Administrator of the Year by the Virginia Student Councils Association. *B.A., Washington and Lee University, M.Ed., Clemson University*



Anne Brooks retired in June 2005 as principal of Park View High School, Loudoun Division. She has 34 years of experience in Indiana and Virginia. In 2005 she was chosen Administrator of the Year by the Virginia Student Councils Association. She was a VASSP Region IV Director and held state, regional and international offices in Alpha Delta Kappa. Additionally, Anne held leadership roles in Phi Delta Kappa and The Virginia Association of Teachers of English. She served on VASSP's Principals Advisory Committee to Governor Mark R. Warner. *B.S. Indiana University, M.A. Indiana University*



Carol S. Cash, Ed.D., principal, Hanover High School, 10307 Chamberlayne Road, Mechanicsville, Virginia 23116. Carol was VASSP Region I Director. She has been an educator for over 33 years, working at the elementary, middle, and high school levels as a teacher, counselor and/or administrator. She opened Hanover High School, Hanover Division as its principal in 2001. In 2000 she received VASSP's Outstanding High School Principal of Virginia Award. Her experiences include positions in several states and in Japan. *B.S. University of South Alabama, M.A. University of South Alabama, Ed.D. Virginia Tech*



Martha M. Cobble, Ed.D., principal, Cave Spring High School, 3712 Chaparral Drive, Roanoke, Virginia 24018. Martha was appointed principal of Cave Spring High School, Roanoke County Division, in 1992, and has been an educator for 38 years, serving as a teacher, athletic director, middle level and high school principal. She is the recipient of the Stewart Beville Award for Outstanding Ethical and Moral Standards in the Principalship in the Public Schools of Virginia. (Martha's dissertation topic was Mentoring in a Principal Preparation Program.) *B.S. East Tennessee State University, M.S. and Ed.D. Virginia Tech*



Carolyn M. Custard, principal, C. D. Hylton Senior High School, 14051 Spriggs Road, Woodbridge, Virginia 22193. Carolyn has over 25 years of experience in public education as a teacher, guidance counselor, and administrator. She has been the principal at C.D. Hylton High School, Prince William Division since 2003. Carolyn has initiated and developed a variety of innovative mentoring programs, community/business partnerships, and school-wide programs/activities to increase student achievement, positive behavior, and parental involvement. *B.S. Winston-Salem State University, M.Ed. Virginia State University*



Mark A. Dorsey, principal, West Point High School, 2700 Mattaponi Avenue, West Point, Virginia 23181. A native of West Virginia, Mark has served 27 years in public education as a teacher, coach and administrator. In 1999 Mark was appointed as principal for West Point High School and West Point Middle School, West Point Division. Since that time the two schools have been split and Mark continues as principal at West Point High School which has been recognized for outstanding academic performance. He is currently a district and regional chairman of VHSL. *B.S. Glenville State College, M.S. Marshall University*



Patricia W. Griffin, principal, Princess Anne High School, 4400 Virginia Beach Boulevard, Virginia Beach, Virginia 23462. Pat is a 34 year veteran of public education in the Virginia Beach Division, having served as a teacher and coach, assistant principal and principal. She is the 1996 VASSP Outstanding Principal of the Year. She was appointed principal of Princess Anne High School, Virginia Beach Division, in 1994. *B.S. Radford University, M.A. and Ed.S. The George Washington University*



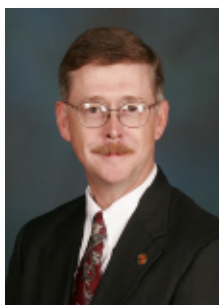
Carl L. James, Ed.D., director of school administration, York County Public Schools, 302 Dare Road, Yorktown, Virginia 23692. Carl has held the leadership positions of high school principal and assistant principal in the York Division. He is a former director of VASSP Region II. Carl is an adjunct professor at the George Washington University. *B.S. Elizabeth City State University, M.Ed. Virginia State University, Ed.S. The George Washington University, Ed.D. The George Washington University*



Irving C. Jones, Sr., Ed.D., executive director of secondary education, Richmond City Public Schools, 301 North 9th Street, Richmond, Virginia 23219. A native of New York City, Irving has spent 29 years in public education. He has been recognized as a national leader on topics of educational leadership. Irving was selected as the 2002 VASSP Outstanding High School Principal of Virginia and was named the 2003 NASSP/MetLife National High School Principal of the Year. He was awarded The Virginia Lottery's Excellence in Education Award in 2003. *B.A. William Penn College, M.Ed. University of Virginia, Ed.D. Virginia Tech*



Stanley B. Jones, principal, Lee-Davis High School, 7052 Mechanicsville Pike, Mechanicsville, Virginia 23111. Stan has 18 years experience in a variety of educational settings including administrative positions at Lynchburg College and Radford University. He has been an administrator in the Hanover Division since 1998. He was appointed principal of Lee-Davis High School in 2001. *B.S. Radford University, M.S. Radford University*



V. Douglas Joyner, principal, John Handley High School, 425 Handley Boulevard, Winchester, Virginia 22601. Doug has served in public education for over 25 years as a teacher, teacher trainer, assistant principal, and principal at both middle and high school levels. He has been principal of John Handley High School, Winchester Division, since 2000. He has held administrative positions in the Warren and Culpepper school divisions. Doug has served as a VHSL district officer for the past 14 years. *B.M.E. Shenandoah University, M.Ed. James Madison University, Ed.D. candidate Shenandoah University*



John R. Keeler, Ed.D., principal, Colonial Heights High School, 3600 Conduit Road, Colonial Heights, Virginia 23834. John has over 30 years in public school education. He has been an administrator in the Dinwiddie Division, and in 2000 became the assistant principal of Colonial Heights High School, Colonial Heights Division, where he began a ninth grade transition and academy program. He was appointed principal of Colonial Heights High School in 2002. *B.A. Virginia Tech, M.Ed. Virginia State University, Ed.D. NOVA Southeastern University*



Lawrence W. Lenz, principal, Essex High School, P.O. Box 1006, Tappahannock, Virginia 22560. An educator for 34 years, Larry has been a high school and middle school teacher and middle school and high school administrator since 1969 in the Petersburg, Culpeper, Buckingham, and Essex Divisions. He served as a VASSP President and was Region Director in regions III, IV, VIII. He has also served as secretary, treasurer, vice-chairman, chairman in various districts of the Virginia High School League. Larry was appointed principal of Essex High School in 2001. *B.S. Roanoke College, M.S. University of Richmond, M.Ed. University of Virginia*



Brian K. Matney, Ph.D., principal, Frank W. Cox High School, 2425 Shorehaven Drive, Virginia Beach, Virginia 23454. Brian is VASSP's 2006 Outstanding High School Principal of Virginia. Prior to his arrival at Cox, Virginia Beach Division in 2002, he was a middle school principal and an assistant principal. He was recognized as one of the nation's top 100 new teachers by the Student Loan Marketing Association in 1987, as well as "Outstanding Young Citizen" by the Virginia Beach Jaycees in 1998 and as one of three "Outstanding Young Virginians" in 1999. *B.A. University of Virginia, M.A.T. and Ph.D., University of North Carolina at Chapel Hill*



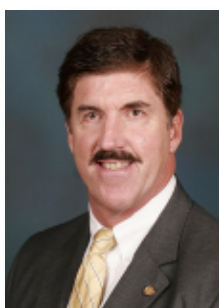
Gwen E. Miller, principal, J. R. Tucker High School, 2910 Parham Road, Richmond, Virginia 23294. Gwen has taught in a variety of settings including middle and high school levels, college, and the U.S. Military. Gwen is in her 10th year as a secondary school administrator in the Henrico School Division, where she has served at both the middle and high school levels. She was appointed principal of J.R. Tucker High School in 2002. *B.S. Kutztown University of Pennsylvania, M.A. Virginia Commonwealth University*



James E. Person, principal, Stone Bridge High School, 43100 Hay Road, Ashburn, Virginia 20147. Jim was appointed principal in 1999 to open Stone Bridge High School, Loudoun Division. He has served as principal and assistant principal at other high schools. He is the 1996 recipient for the Washington Post Distinguished Educational Leadership Award, and in 1997 he received the Virginia Student Councils Association Administrator of the Year Award. *B.S. College of William and Mary, M.Ed. University of Virginia*



John L. Porter, assistant superintendent for administrative services and public relations, Alexandria City Public Schools, 2000 N. Beauregard Street, Alexandria, Virginia 22311. After serving 22 years as principal of T.C. Williams High School, John became assistant superintendent for administrative services and public relations in the Alexandria Division in 2006. He has served as elementary principal, middle school principal and high school principal - all in the Alexandria system. John has served as VASSP President, State Coordinator, and Region IX Director. *B.A. North Carolina Wesleyan College, M.Ed. Virginia Tech*



Mel J. Riddile, Ed.D., principal, T.C. Williams High School, 3330 King Street, Alexandria, Virginia 22302. Mel was appointed the principal of T.C. Williams High School, Alexandria Division, in 2006. He is the 2006 NASSP/MetLife National High School Principal of the Year and the 2005 VASSP Outstanding High School Principal of Virginia. Mel was principal of J.E.B. Stuart High School, Fairfax Division, a Breakthrough High School, an ICLE Model School 2004, 2005, and 2006, and received the International Baccalaureate of North America Inspiration Award in 2004. *AB, University of North Carolina, M.Ed. George Mason University, Ed.D. George Peabody College of Vanderbilt University*



Nelson W. Simpkins, principal, Eastern Montgomery High School, 4695 Crozier Road, Elliston, Virginia 24087. Nelson has served in public education for over 32 years as a teacher and administrator. He has been principal of Eastern Montgomery High School, formerly Shawsville High & Middle School, Montgomery Division, since 1988. Nelson was chosen Montgomery County Administrator of the Year in 1993. He also served three years on NASSP's Committee on Smaller Secondary Schools. Nelson currently serves as a member of the VHSL Executive Committee. *B.S. Virginia Tech, M.S. Radford University*



Gregory A. Wheeler, Ed.D., principal, Appomattox County High School, 198 Evergreen Avenue, Appomattox, Virginia 24522. Entering his 28th year in education, Greg has been a middle school and high school teacher, assistant principal, and principal. In 2005 he was appointed principal of Appomattox County High School, Appomattox Division. He has served as a VASSP President and Region VI Director. Greg has also served three years on NASSP's Committee on Middle Level Education. *B.A. College of William and Mary, M.Ed. Lynchburg College, Ed.D. University of Virginia*



VASSP's mentoring and coaching model is being tested by some of the most effective school principals in Virginia. The mentoring and coaching cadre are highly experienced administrators with strong backgrounds in the high school principalship and are operating in accordance with the goals and objectives of the grant. The work of the cadre will advance the model and will pave the way for Virginia to institutionalize the mentoring and coaching program as a viable learning tool in preparing, developing, and sustaining school principals.

In addition, VASSP has contracted Susan Battley, an internationally renowned executive coach and authority on leadership and organization effectiveness, to work with the Association in implementing and evaluating the mentoring and coaching program. Dr. Battley is author of the best selling book, *Coached To Lead: How to Achieve Extraordinary Results with An Executive Coach*.



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